bookboon.com

My Career Guide Part II

Defeat Career Setbacks and Make Your Career Dreams Come True

Marjorie Mensink

Download free books at

bookboon.com

Marjorie Mensink

My Career Guide Part II

Defeat Career Setbacks, and Make Your Career Dreams Come True

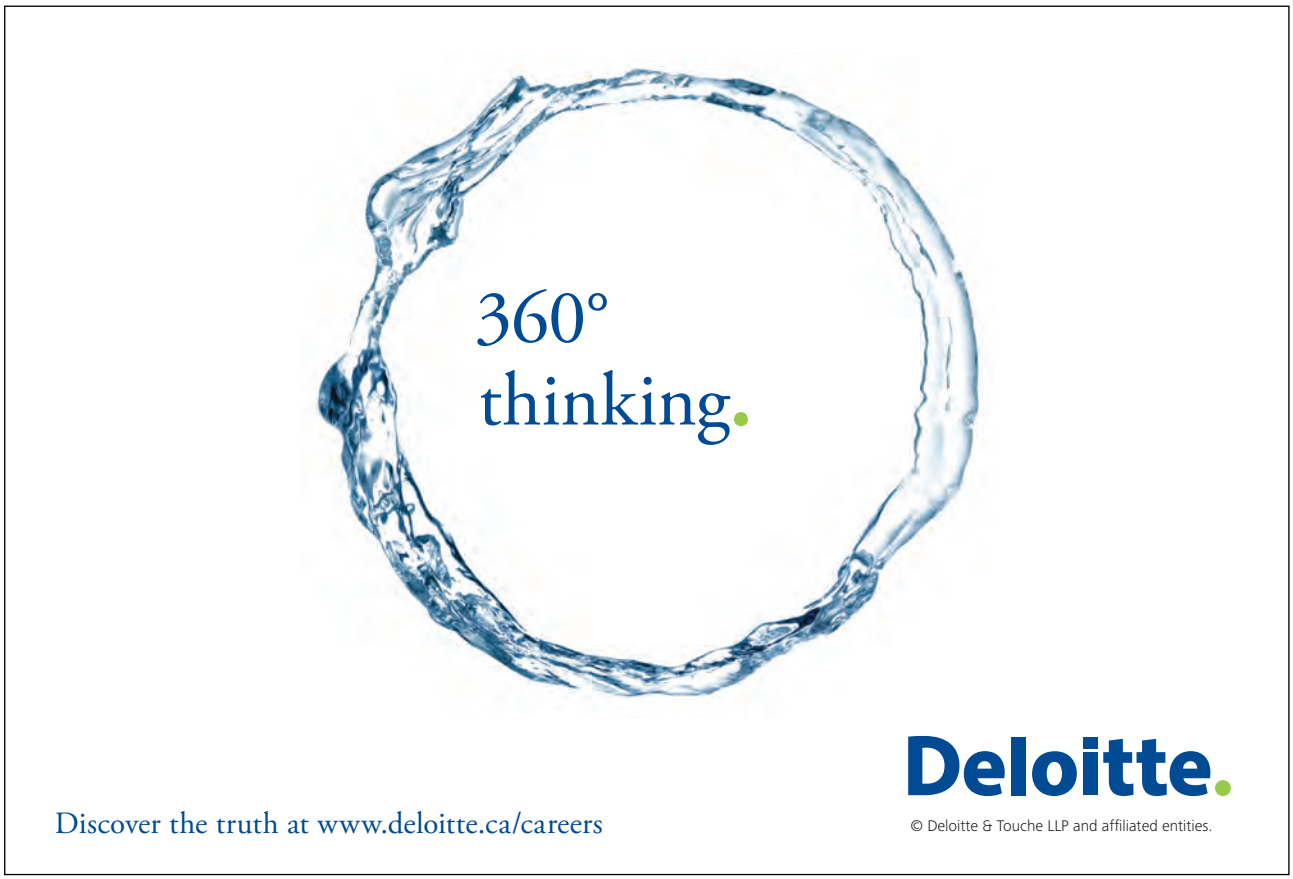
Download free eBooks at bookboon.com

My Career Guide Part II: Defeat Career Setbacks, and Make Your Career Dreams Come True
1st edition
© 2013 Marjorie Mensink & bookboon.com
ISBN 978-87-403-0410-7

Download free eBooks at bookboon.com

Contents

	A friendly warning	**10**
1	**Introduction to Your Career Guide**	**11**
1.1	What You Will Learn from *My Career Guide*	*11*
1.2	What Will You Find in Part Two?	12
1.3	What My Career Guide Provides to Help You along Your Journey	12
1.4	Privacy Policy	12
2	**Careers…What Happens?**	**14**
2.1	Different Goals	14
2.2	Change Is Rare	14
2.3	The Myth of the Born Careerist	15
3	**Motivation Is Key**	**16**
3.1	Three Methods to Motivate Yourself	16
3.2	Your Improvement Potential	17



Download free eBooks at bookboon.com

Click on the ad to read more

4	**Your Future**	**20**
4.1	Two Career Traps	20
4.2	Your Professional Future	21
4.3	Trace Yourself: Are You on the Right Career Track?	22
5	**Why Aren't You Reaching Your Goals?**	**23**
5.1	Why Don't You Get What You Want?	23
5.2	How Can We Realize Changes in Our Lives?	25
5.3	Rehearse New Habits	25
5.4	Accept the Naked Truth	26
5.5	The Reptile Brain	27
6	**Change the Focus of Your Attention!**	**30**
6.1	The Curse of Urgency	30
6.2	Interruptions	30
7	**The Last Obstacle to Career Success**	**32**
7.1	The Big Career-Stopper	32
7.2	Kick the "Buts" out of Your Life	34

MSM
MAASTRICHT SCHOOL OF MANAGEMENT
Increase your impact with MSM Executive Education
For almost 60 years Maastricht School of Management has been enhancing the management capacity of professionals and organizations around the world through state-of-the-art management education.
Our broad range of Open Enrollment Executive Programs offers you a unique interactive, stimulating and multicultural learning experience.
Be prepared for tomorrow's management challenges and apply today.
For more information, visit www.msm.nl or contact us at +31 43 38 70 808 or via admissions@msm.nl
the globally networked management school

Download free eBooks at bookboon.com

Click on the ad to read more

8	**The Devil Is in the Details**	**36**
8.1	Your Skills	36
8.2	Transferable Skills	38
8.3	The Final Assignment	39
9	**Adjusting from the Wrong Track**	**40**
9.1	A Simple System for Adjusting Tracks	41
10	**Adjusting Your Goals?**	**42**
11	**On the Right Track**	**43**
11.1	You Thought You Had Hit the Ceiling	43
11.2	Get More Salary by Exploiting Your Expertise	43
11.3	How to Take the Next Hurdle	44
12	**The Road (Ahead)**	**46**
12.1	Steps on the Road Ahead	47

See the light!
The sooner you realize we are right, the sooner your life will get better!

A bit over the top? Yes we know!

We are just that sure that we can make your media activities more effective.

Get "Bookboon's Free Media Advice"
Email kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

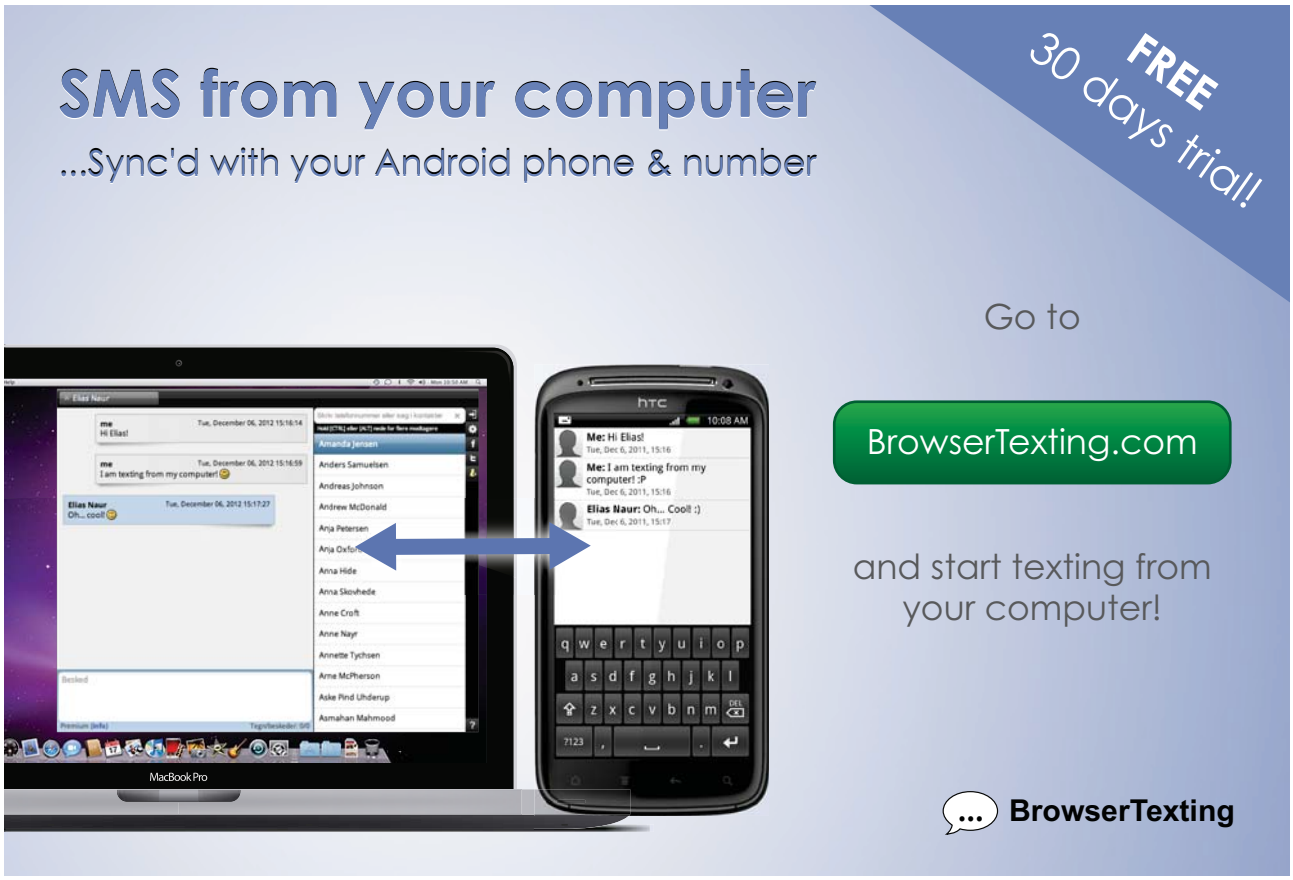
13	**Part Two: Exercises to Get You Going**	**48**
13.1	My Calling	48
13.2	Roadblocks and Obstacles	49
13.3	Needs Profile: Part One	51
13.4	Needs Profile: Part Two	52
13.5	Working Roles That Feel Comfortable For You	54
13.6	Traits You Admire Most in Your Superiors	55
13.7	What Traits Do You NOT Work Well With?	57
13.8	Elaboration and Results	58
13.9	Basic Skills You Excel in and Like to Employ	60
14	**Wrap up the Test Results and Exercises**	**62**
14.1	Who am I?	62
14.2	What are my abilities?	62
14.3	What am I looking for?	62
14.4	What do I want?	62
14.5	What suits me?	62

I WANT TO CHANGE DIRECTION,
AND THE WORLD.
GOT-THE-ENERGY-TO-LEAD.COM
We believe that energy suppliers should be renewable, too. We are therefore looking for enthusiastic new colleagues with plenty of ideas who want to join RWE in changing the world. Visit us online to find out what we are offering and how we are working together to ensure the energy of the future.
RWE
The energy to lead

Download free eBooks at bookboon.com

Click on the ad to read more

15	**Your Perfect Job Description**	**63**
16	**Guidance for Network Talks**	**64**
16.1	Be Specific	64
16.2	Two Objectives	64
16.3	Say Thank You, and Stay in their Minds	65
16.4	Suggestions for the Questionnaire You Bring to a Meeting	65
17	**Marjorie Mensink**	**66**
18	**Endnotes**	**67**



Download free eBooks at bookboon.com

Click on the ad to read more

"Once you have realized that you can achieve anything you want in life, you meet a new, bigger, and more compelling problem—namely, choosing what it is you want to achieve."

Marjorie Mensink

Download free eBooks at bookboon.com

A friendly warning

Copying, sharing, e-mailing, posting, distributing, selling this work in whole or in part, or creating derivative works from this book is prohibited.

This work is not to be considered professional medical, psychological, or legal advice. It is for career consulting purposes only. The author and publisher will not be liable for any direct or indirect consequences that occur due to the use of any of the ideas contained in this book.

Who is your target group?
And how can we reach them?

At Bookboon, you can segment the exact right audience for your advertising campaign.

Our eBooks offer in-book advertising spot to reach the right candidate.

Contact us to hear more
kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

1 Introduction to Your Career Guide

Trial and error, trial and refine—great things are built this way. This workbook is compiled from a huge database as well as a lot of experience in guiding people through their careers. It is not a scientifically sound book, and we don't present high-sounding theories. What you will find though is a practical guide that will lead you to your true career purpose.

There are many books available in bookstores and on the Internet—books that deal with the subjects of career choice and finding a satisfying job.

In reading these books, I developed an urge to write my own book. You will see that I provide you with exercises and information that are a bit different from what you read elsewhere. I offer you both information and an approach that worked well for me and for thousands of my clients. I hope it serves you well also.

1.1 What You Will Learn from *My Career Guide*

1.1.1 Part One

- Find your career path.
- Find a job that satisfies you.
- Increase your income (if that's what you want).
- Overcome hurdles on the road to success.
- Silence the voices in your head who are saying, "It won't work, you won't make it."
- Understand how you became stuck in the past.
- Understand why earlier jobs didn't work out as you planned.
- Learn how urgent matters misguided you in your path.
- Learn how a transferrable skill will help you make career changes.
- Learn how to formulate your skills.
- Learn how to transform your current skills into transferrable skills.
- Learn how to increase your salary even if you stay in your current job.
- Make a step-by-step plan—a flexible plan that helps you achieve your goal no matter what happens!
- Learn to protect yourself from envious people.
- Learn the secret of how failure in one place may mean success in another.
- Learn the power of habits as well as how to realize change.
- Learn how you have been programmed the wrong way.

Download free eBooks at bookboon.com

1.2 What Will You Find in Part Two?

- A step-by-step guide to your true career calling
- A system to eradicate roadblocks and obstacles
- A test to identify your preferences in your working life, professional life, and in your private life
- You will align your need profile with your career goals.
- A test to find out your favorite working roles
- A test to find the work environment most favorable to you
- A test about your leadership profile
- A test identifying your basic skills
- A warm-up exercise for all your test results

Next to it, you are provided with a guide for job-oriented networking talks and a guide for self-employed and small-business network talks.

1.3 What My Career Guide Provides to Help You along Your Journey

- A method to overcome the "but" obstacle.
- A method to eradicate negative and unproductive thoughts.
- A five-step system for finding your career path and making progress on that path.
- A simple networking strategy that enables you to climb to the next rung in the career ladder.
- A simple and doable eight-step system for changing career paths.

A number of tests and exercises that will help you define and communicate your strengths and skills.

1.3.1 Constraints

The things you learn in this guide are very valuable, and they will be to your advantage for the rest of your life. Finding your career path and reaching for the jobs that are satisfying to you—while overcoming hurdles and obstacles on the road to success—is what this guide is all about.

The career management profession offers more tools to enable this path to success to become a reality. Think about the development of job-marketing tools, writing a convincing resume and cover letter, using social media and the Internet, preparing for the interview, and so on. You can find more information on these subjects on www.self-help-career.com.

1.4 Privacy Policy

While brushing up on your career management skills, you will accumulate a large amount of information about yourself. This data has a strong privacy aspect. Therefore, I recommend you store your work in a safe place. These are private notes. You should work on this information in the privacy of your home, and store it somewhere safe.

Download free eBooks at bookboon.com

This e-book is developed in a way that will allow you to read it comfortably on your screen, seeing an entire page in one view. We found that the majority of our clients read in this fashion.

The test and exercise sections of the book could possibly force you to write quite a bit. I advise you to print those pages, and then write your notes around the text. If you use normal printing paper, you will have plenty of room on each page to do so.

And remember—protect yourself! Don't let this information lay around where others may be able to access it. Know—be absolutely certain—about whom you can trust. Be aware that some people may not understand what you are trying to do. Other folks understand it very well, and may try to find some reason to use it against you. That's why you shouldn't talk about your career exploration with colleagues. Trust only people who have proven to be trustworthy, and be selective when choosing people to ask for advice. Never alert the competition.

Download free eBooks at bookboon.com

Click on the ad to read more

2 Careers…What Happens?

2.1 Different Goals

Not everybody is interested in the same goal. Not everyone wants a higher or better-paying position. Certain groups of people feel more attracted to a job that offers a high degree of "certainty." Others seek a job that offers the "freedom" that truck drivers experience ("No boss is looking over my shoulder!"). Some are looking for an "exciting" job. You will also find a group of people who wish to pursue ideals (they work for organizations such as Green Peace). You see, there is a certain diversity in career orientations.

In other words, there are different reasons that bring people to a particular job or career. If you wonder what moves you, just hang on. We will get to that.

Whatever your career preference is, career management activities are designed to allow you to find a job or career that suits your personal wishes and possibilities.

2.2 Change Is Rare

One of the first things you learn in the practice of personnel management is that people in general don't change much. But what does change all the time is circumstances. A typical example is the employee who is released from his job because his performance is inadequate. Then he moves on to another company, and he becomes one of the best employees in his area.

Leaving a bad marriage and stepping into a very successful second relationship, failing in one school and becoming an honor student at a different one, a seemingly dried up actor who suddenly wins an Oscar—all examples of changes in circumstances. It happens all the time. And, unfortunately, it happens the other way around too.

This is familiar to you, isn't it? What realistically happens in all of these examples? Nobody really changes, but different circumstances rely on different personal characteristics, or they just have a different appreciation of the same characteristics.

Therefore, it is illogical to think you're a failure when you fail at something. The opposite is also true. If you are successful, it's also because the current circumstances fit you well. Forget failures; do not punish yourself. You are, in essence, the same person you were at times when you were doing well. If things are going well for you, take notice of the circumstances, and try to ensure they remain favorable for you.

Download free eBooks at bookboon.com

2.2.1 The Main Cost in Career Investments

It is amazing to see people investing time on all sorts of things—except themselves. You decided to invest time by going through this workbook. Your desire to succeed in managing your career with diligence is strong enough for you to invest some time into it. How do you find enough time to get the maximum benefits from this workbook?

Your need to succeed, make progress, and have a successful career ensures that you make that time. But, here we meet an obstacle in the way of learning.

2.3 The Myth of the Born Careerist

Many people believe in this myth. So many, in fact, that we regard it as an old friend. It is very alluring to think that we no longer have sole responsibility of our own performance. Therefore, it's also an extremely damaging idea.

That myth cuts both ways. There are those who believe that they are born career makers. That idea is good for their confidence, but it is very often no more than a source of gross overconfidence. You can witness it happening when these self-assessments lead to neglecting correct and targeted behavior. Most of the time, these folks remain at levels well below their capabilities.

On the other hand, many more people believe they don't have what it takes to be a career maker. Investing in career development doesn't make sense to them. They too remain at a level well below their capabilities. They say things like:

- "I'm just not a born manager/executive/salesman/etc."
- "I'm not as witty/smart/charming/intelligent as _____ is."
- "If I had a _____ personality, I would make it too."

Now, don't claim too quickly that you are not affected by this story. I meet this fable on a daily basis in my career counseling practice. Therefore, I take it very seriously.

Now, how can you motivate yourself to do the work that will take you to the next level? Read the next chapter, and learn how to determine whether you can reach the next level.

Download free eBooks at bookboon.com

3 Motivation Is Key

I've never met a top manager who was born at the top. Psychologists fight over whether instinct or experience makes us jump when we hear a sudden, loud bang. But they agree that everything we know about career management has been taught to us.

If you want to improve your career options, you have to sustain efforts. For example, just by going to work with this workbook, you show initiative to make your career work.

Maybe you want to succeed but are afraid that you do not have enough motivation to spend a lot of time on this. That's possible. The good news: Motivation can be developed.

3.1 Three Methods to Motivate Yourself

Here are three ways to encourage yourself to do the work that lies ahead. These methods can work for you as well as for other people around you. These methods work as well as you want them to work.

With us you can shape the future. Every single day.

For more information go to:
www.eon-career.com

Your energy shapes the future.

e·on

Download free eBooks at bookboon.com

Click on the ad to read more

3.1.1 The First Method

The first and largest obstacle that lies in your path of getting started enthusiastically is the belief that you never will be able to achieve what you want. The safest way to discourage eagerness and avoid disappointment is to simply obey this belief. John Galbraith calls this process "adapting to poverty." He suggests that a person's economic level is always free to choose and accept.

No one is forced to believe such discouraging thoughts. Either you accept your current performance and prosperity, or you learn, develop, and make an effort to move forward and get more out of your life. You live very dangerously if you choose just to live with the idea that eventually your ship will be towed into safe harbor automatically. In reality, ships don't move unless we climb aboard, make sail, and start steering.

If you think you don't need to make improvements in career management, you are probably deceiving yourself with excuses—except in the case that your name is Bill Gates or Oprah Winfrey—and I can tell you, even they have coaches who guide them through the pitfalls of life. Don't choose a level of performance: that's shabby compared to what you might achieve should you give the extra effort that you are capable of. Don't be misguided. Go for it!

3.1.2 The Second Method

Focus on specific things you want. Connect yourself with a contract: if I do (A), then I get (B). Try not to come to work for nothing. Congratulate yourself on every success—even if they are only small accomplishments—and celebrate!

3.1.3 The Third Method

Work in stages. If you've never earned more than two thousand dollars per month, you should not strive to earn one million dollars more in the first six months. If the quality figures in your office are far below the standard, you know that it will be impossible to raise them to the highest level available within three months. The same applies to you. There's nothing wrong with wanting to earn a million dollars per year, but start with realistic steps. Choose your goals in a way that you find quite exciting, and maybe just a little bit discouraging. By the time you reach your first goal, you can get ready to define another new goal using the same criteria.

Let's make this practical to begin with. How well does your current position fit you? Do the test on the next page to find out.

3.2 Your Improvement Potential

How well does your job suit you? Does your current career fit you and serve you well? Read through this list, and choose the answers that apply to you.

Download free eBooks at bookboon.com

1. Taking pride in your work:
    A. I am proud of my work, and I like to tell people about it. I even feel respected at work because I am very good at my job.
    B. I don't like to talk about my work—and I'm certainly not proud of what I do.
2. Growth and rewards of your career:
    A. My job rewards my most important values and enables me to fulfill my goals in terms of personal growth and income.
    B. My work does not reward me as it should. I am not growing that much, and my income concerns me.
3. Your work makes you FEEL:
    A. I feel like a honeybee in a flowering orchard. My work is a natural expression of my talents and personality.
    B. I feel like a honeybee at the North Pole. My work completely sucks my energy away.
4. Career enjoyment:
    A. My job suits me well. Work feels like play.
    B. Work is a duty.
5. Work environment:
    A. The people I work with and the environment I work in bring out the best in me.
    B. I do what I am paid to do.
6. Dread or Desire?
    A. I wake up enthusiastically each morning because I enjoy going to work.
    B. I drag myself out of bed each morning. The thought of work doesn't inspire me in the least.
7. Colleague relations:
    A. I actually like the people I work with.
    B. Yeah, the people I work with are all right, although…
8. Complimenting work:
    A. My work is in line with my private life.
    B. In my private life, I do other things that serve me better.
9. Your drive:
    A. My work exhilarates me and gives me energy.
    B. Work just wears me out.

If the majority of the "A" answers describe your feelings towards work, then you are doing well. However, if you checked several "B" answers, then you have some work to do. You came to the right place.

Every aspect of your life is related to your career and the way your job suits you in some way. If your job wears you out, it will also influence how you feel in your private life and your feelings of happiness and success in life.

Download free eBooks at bookboon.com

3.2.1 More to Gain

Now you know that there is more for you to gain. The next question is, "In which direction should you explore for opportunities?" Which career goals are you setting for yourself:

1. For the following week?
2. For the following two weeks?
3. For the following month?
4. For the following quarter? In six months?
5. For the following year? In the following five years?

Take your time answering these questions. Write down the goals you would like to achieve in a realistic and doable timeframe. Don't worry too much over the feasibility of your goals. We will talk about that subject in the following chapters.

Do your employees receive the right training?

Bookboon offers an eLibrairy with a wide range of Soft Skill training & Microsoft Office books to keep your staff up to date at all times.

Contact us to hear more
kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

4 Your Future

4.1 Two Career Traps

A career can be disappointing in two ways, and we are going to deal with both of them:

1. You are definitely on the wrong track.
2. You are on the right track, but so far, you have not applied proper career and job strategies.

Let's start with the track you're on, and find out if it is the right one.

4.1.1 The Classic American Way to Select a Career

Let's dive right in. How many of us actually made our career choices? This is a good indicator of why you should do it differently. What goes wrong many times?

Most of us selected our careers in a way that went something like this: In the years of primary school, you thought about what you wanted to be when you grew up. Maybe you wanted to be a police officer, a fire fighter, or an airplane pilot. If you were a girl, you may have dreamed about being a nurse, a movie star, or a police officer. You know what I mean; you were there!

Then, in junior high, your parents and teachers began telling you that you had to think about your professional purpose in life. And most of us didn't have a clue at that point. Most people didn't get much guidance from teachers and parents—except for the 'lucky' few who were told, "I would like you to follow me in the firm." That really doesn't help much. Following in the footsteps of respected people suits some people and later proves to be the right choice for them.

However, many of us found ourselves being pressured in high school to decide which major we wanted to study. Years later, we told our friends that law school seemed the "logical" thing to do.

We (my colleagues and I) have provided career guidance to thousands of people in their forties, and we found that more than sixty percent of them did not occupy a job directly related to their initial field of study.

Is the American Career-building Practice a Bad Thing?

No. Somehow, many people find their way and are happy with their careers. Maybe there was a shorter track to their goals, but let's not moan about the past.

Download free eBooks at bookboon.com

If you are a student, you have still time to make the right decision and spare yourself some frustrating periods ahead. And if you are one of those people who feel trapped on the wrong path, then here is the help you've been looking for.

4.1.2 The TRACK system

In the following parts of this book, we are going to teach you a unique system: The TRACK System. This system enables you—in an easy and doable step-by-step approach—to find your professional purpose and realize your career goals.

The TRACK system enables you to:

Trace yourself. Are you on the right career path?

Rehearse new habits that support your goals.

Accept and understand the pain involved with change by understanding how your brain works and why teaching yourself new habits is the only approach to success.

Change your focus of attention from urgent things to things that are important and not urgent.

Kick the "Yes, but…" excuses out of your life.

4.2 Your Professional Future

Your life started at your birth, and it ends just before your funeral. In between those two points, life evolves as a bumpy road winding around the mountain, slowly reaching the top. Does the road go straight up the mountainside, the shortest way from the valley to the top? No. There is no straight way to the top—not on a mountain and not in life. Some people find a steep uphill road and give it all the energy they can muster. However, most people find their path already underway just through living their lives.

Drawing your lifeline is a great way to gain insight into your future. Before we do that though, let's first see what the top of your mountain looks like. The following exercise is very powerful, and it will give you a picture of your mountaintop. First, let us explain the exercise.

We want you to think outside of the box. We're going to ask you to leave your comfort zone for a few minutes. We realize this is uncomfortable for you; however, we also know that this exercise helped a lot of people gain a different perspective on their lives as well as what they are doing right now. It's not hocus-pocus; it is merely looking at yourself from a different angle, a different perspective. After the exercise, you are the only one who can decide what to do with the information you learn.

Download free eBooks at bookboon.com

4.3 Trace Yourself: Are You on the Right Career Track?

Think about yourself at the end of your life. Listen to what everyone—your loved ones, your children, your wife, your former colleagues—has to say about you. What do they acknowledge you for? Right now, you can influence that. What do you want them to say? What are your desires in life? What things do you want to accomplish by the time you reach the top? What do you want people to say about you at your funeral? What do you want people to remember about your professional life? What did you create? What things are people thanking you for because you somehow enriched their lives? What was the most important activity in your life? What were your major contributions to society and your work environment? By answering these questions, we gain insight into your purpose in life.

Do this exercise right now. Close your eyes, get the picture in your head, and think about what you want people to say. As soon as you think you've heard the most significant thing, open your eyes, and jot down a description of the man or woman you were in your thoughts—the man or woman that you *want* to be.

4.3.1 Decision Time…

Now is the moment to decide. Are you on the right track, and heading to where you want to be? Or are you on the wrong track?

If you are on the right track, then proceed with the next most important question: "Why haven't I reached my goals until now?" Think about what kept you in your current position. Write it down. We are going to work with that!

If you are on the wrong track, then ask yourself, "What kept me on this track? What could I do to get on the right track?"

The more you think about moving to the right track, the more obstacles and burdens you will probably find along your way. Later in this book, I provide you with a proven method to change tracks. But first, let's eliminate some obstacles on your road to success.

Download free eBooks at bookboon.com

5 Why Aren't You Reaching Your Goals?

5.1 Why Don't You Get What You Want?

Unfortunately, many people do not reach the outcome they most wanted because they do not recognize obstructive behavior. Most of the time, they practice this behavior unconsciously and on autopilot. How is that possible? Let's explore this a bit.

Most people have difficulty turning their dreams into realities. Why is that? In a way, this knowledge is reassuring, because if you are in this position, you are not alone!

However, some people find ways to resolve this issue. The others stay where they are; often, they are more or less broke. Broke sometimes actually means "broke." And sometimes, it means people aren't really broke, but they don't realize their potential. They are living in their comfort zone, and they are stuck there. These people are broke in a in a figurative sense.

Download free eBooks at bookboon.com

Click on the ad to read more

When this happens, people are likely to blame circumstances for it. They did the exercise we described before. They imagined themselves doing work and living a life that fulfills everything that's important to them. Yet, when they step out of their dream and back into reality, they fall prey to doubts ("Yes, but…"—we talk about this later), difficulties, and habitual behaviors. Habitual behaviors are especially fatal to learning and growing. Here's an example of a former client ("Vera") to illustrate this better.

5.1.1 Vera: The Power of Habits

In her younger years, Vera was dating a boy whose father turned out to be a coach. Very soon, he wanted to assess her tennis performance; and yes, there was much to improve upon. The way she held the racket had to be different, the way she set her feet was not as it should be, and her stroke seriously lacked the swing it should have had.

Vera was honest with me and disclosed, "I tried to follow the instructions I got. It felt very uncomfortable. Worse, with the new techniques he taught me, I hit balls poorly. Balls I previously hit better. I could not detect my game improving. Instead, I went a step back. After the lesson—and out of sight of my future father-in-law—I strived for convenience and comfort, and I returned to my old playing manner. That method of play felt to me much more natural. Unfortunately, my level of play didn't improve, while others who followed the coach's instructions succeeded in the long-run and showed progress in their games. A year later, I took some new tennis lessons, and this time, I followed the coach's instructions. It took me about three months, and I endured many discomforts along the way, but I finally started to let go of my old habits. The new way of playing tennis began to feel natural. My tennis level increased, and soon, I could compete against my friends again."

Recognize this process? Your habits feel comfortable, and new things you have to learn are not. David Maister was also surprised by the power of old habits. In 2005, he conducted thorough research and wrote *Strategy and the Fat Smoker* (partly autobiographical).

The fat smoker knows very well that his lifestyle will be disastrous in the long-run. He also knows what it takes to be better off—stop smoking, exercise more, and lose weight. Yet many people fail to succeed in losing weight or quitting smoking. In short, it requires a fundamental change in their lifestyle. Maister discovered the difference between people who succeed in losing weight and quitting smoking and the people who don't.

Now, Why Is All this So Important?

It is important because success is a habit…and so is failure. Our habits in doing some things and avoiding others brought us to where we are today. If we continue the habits of yesterday, we will receive the same results we received yesterday. If we want to change our results and change the fruits of our lives, then we have to change our habits first. Maister described how success comes along with sticking to a future goal instead of hanging onto different habits and behaviors today. Okay, let's see how we are going to do this.

Download free eBooks at bookboon.com

5.2 How Can We Realize Changes in Our Lives?

Many people wrestle with this question. What should we do in our unique situations to upgrade and bring success to our lives? In other words, "How can I make sure improvement takes root?"

To answer that question, I must return to Vera and her father-in-law, the tennis instructor. To help improve her tennis performance, he has to see her hitting the ball. He has to see how she held the racket and how she placed her feet. Only after she had demonstrated her way of standing and moving and hitting the ball could he indicate what she should do to improve her performance (over time).

It's the same way with your career performance. After you gain insight into the direction you take, and after you become aware of changes in your behavior that you need to make, you just have to actually do it—and continuous rehearsal is required! In the beginning, things might look or feel awkward. However, in order to succeed, you just have to proceed until success comes.

5.3 Rehearse New Habits

Train and exercise habits that support your goals.

Look around you. What habits do you have in common with the people who have a successful career in the direction you want to go? What habits are you lacking? Be honest! I will provide you with a couple of example habits, but you can probably come up with some examples on your own. Think about it. Nobody has to know what you are thinking. As long as you know—and you start working on it—everything will be all right.

1. Do *you* spend many hours in front of the television—while *they* follow a course, a study, do some community work, or exercise and play on a sports team?
2. Do you have nasty behaviors?
3. Do you work for a living? Do you not enjoy doing it? Does it show?

What habits do you see successful people practicing? Habits you were maybe lacking thus far? Here are some example habits from successful people:

1. They are proactive. And you?
2. They focus on the end goals. And you?
3. They handle important things first—no matter what! And you?
4. They look for win-win situations. And you?
5. They try to understand you before they come up with their message, and before they ask you to understand their point. And you?

Download free eBooks at bookboon.com

6. They work loyally together with others without showing whether they like them or not. And you?
7. They are learning new things all the time. And you?

If you are honest with yourself, you know exactly which habits you should change. Read on to see why it is not easy to do it, but how that's your opportunity. Many people fail here, and if you don't, it makes you a winner.

5.3.1 Training, Repetition, Control

Training yourself to achieve successful behavior never ends. Within famous and professional sport teams like the New York Yankees and the Boston Red Sox (among others), you don't have to tell players how to play their game! Still, there is a coach, and in addition to the strategy and game tactics, he provides training and routine building in play patterns. He will also actively monitor both group and individual progress during training. Playing the game successfully is a habit that always needs training—even when you are at the top. Training and practicing are ways to preserve successful habits.

5.4 Accept the Naked Truth

Understand what it is that denies people from changing unproductive habits, and how you can be ahead of the pack.

Is your recruitment website still missing a piece?

Bookboon can optimize your current traffic. By offering our free eBooks in your look and feel, we build a qualitative database of potential candidates.

Contact us to hear more
kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

Our brain is an ancient tool: the oldest part from reptiles, then the mammal part, and last but not least is the human part of our brain. But all three parts are there, and they influence our lives greatly. Let's dive right into this so we can learn and understand how we are programmed to do certain things, and how we need to reprogram ourselves for different results when we want real change.

5.5 The Reptile Brain

Imagine a frog sitting by a pond. There is an abundance of nice food (flies) in the air. Then the frog notices something large moving nearby. Instantly, it jumps into the pond.

What's happening? Why does the frog jump into the pond? Did he think to himself, "What's that?" Did he feel danger? No. He was just disturbed. That's all it takes for him to react. He jumps for his life. He doesn't have time to think or feel much.

Now what does the frog have to do with you? You think and make conscious choices…don't you?

Let's say you are in town. You cross Main Street thinking about the food you are going to buy. Suddenly, you hear a noise and look to your right. A car is a few feet away, rushing at you at fifty miles an hour. What do you think your reaction will be? Do you stop to carefully consider your options and possibilities? No, you do what the frog did. You jump out of the way—quickly! You make a mighty leap even if you don't stop at the gym regularly. This reaction is hardwired into your brain. The part of your brain that allows you to jump out of the way of the car is, more or less, the same as the part in the frog's brain. You cannot influence this reaction.

5.5.1 The Mammal Brains

Imagine a seeing-eye dog. He's nicely walking along the city street next to a blind man. Normally, dogs are distracted by kids, food in the gutter, a tree to pee on—you know, "dog behavior!" So how does this dog do it? Does he think that he has a responsibility to the blind man—a responsibility that guides his behavior? No. This dog was trained in his youth. The trainers knew that this dog (and many other animals) could learn habitual behaviors through punishment and reward systems.

The same happens in nature. The zebra learned when he was young to avoid fields with tall grass. His mother showed him by example to avoid these places. Later in his life, he experiences the idea that a lion or panther could be hiding there, and he has to run for his life. When he sees a field with tall grass, this zebra does not think, "There could be danger." No, he's trained to just avoid such a field. That way, his life will be comfortable and not brought out of its balance. His behavior is a habit.

Download free eBooks at bookboon.com

Maybe you are beginning to get the point. We too are creatures with many habits. Remember when you drove a car for the first time? How many things did you have to keep your eye on and think about at the same time? So many things that when you first started, you couldn't handle it on your own. For the experienced car drivers—maybe you know the feeling of driving home and not remembering the drive! You can't remember passing some of the buildings along the road or anything else that happened on the drive. You did it all on autopilot. Driving has become a habit.

The downside to those habitual behaviors is that we do it unconsciously. And when we are programmed to do things unconsciously, it is very difficult to influence that behavior.

5.5.2 The Human Brain

The human brain developed the ability to imagine itself in situations that haven't happened yet. You are a small village countryman visiting the city of LA, planning to have a nice dinner and see a theater show with your spouse or girlfriend. It's her birthday, and you are treating her. While you are walking in the city of LA, within a two-block area, the streets suddenly change from wealthy stores and homes into poverty and people sleeping on the sidewalk. You have never been there before, but you begin to think that maybe you should turn back because you don't feel as safe as you would like to in this area.

Humans possess an extra survival instinct: foreseeing danger even when we haven't experienced the same situation before. That's nice isn't it? Unfortunately, our human brain—the part we think with—is the slowest part of all. The reptile part reacts much faster, and even the mammal part produces faster reactions than the human brain.

The reptile has one defense mechanism against threats; most animals have two defense mechanisms. We as human beings have three.

Along with the ability to think came a new identity in the world. Humans have a body to defend, but they also have an identity. We think about ourselves and operate within our identities. We are human, but we are also husbands or wives, mechanics or lawyers, and firefighters or nurses. We are lonely, attractive, talented, and so on and so on. Maybe you view yourself as a man or woman who will never achieve success in your career. Success is for others. If you think this way, just working towards a promotion, or starting a successful business can seem hopeless: you can forget it. Your defense mechanism protects your identity, and prevents you from succeeding.

Now you know why it is so hard to make a real change in your life.
And now that you know, there is a way to do something about it.

You can begin to stop those bad or unproductive habits, and start productive habits right now. No, not tomorrow. Now!

Download free eBooks at bookboon.com

Tomorrow will be the first rehearsal, but you have to start right away. There has been enough time lost. You don't want to lose anything more now. Reading this book is a great first step, but it leads you to nothing until you start changing your habits. So why not start right away? Tomorrow there could be other urgent things to do—this is important.

Unfortunately, you meet urgent distractions all the time. I warned you. The road will be bumpy, but if you have followed me this far, you are already making great progress. Let's have a look at how to deal with urgent matters.

Turning a challenge into a learning curve.
Just another day at the office for a high performer.

Accenture Boot Camp – your toughest test yet

Choose Accenture for a career where the variety of opportunities and challenges allows you to make a difference every day. A place where you can develop your potential and grow professionally, working alongside talented colleagues. The only place where you can learn from our unrivalled experience, while helping our global clients achieve high performance. If this is your idea of a typical working day, then Accenture is the place to be.

It all starts at Boot Camp. It's 48 hours that will stimulate your mind and enhance your career prospects. You'll spend time with other students, top Accenture Consultants and special guests. An inspirational two days packed with intellectual challenges and activities designed to let you discover what it really means to be a high performer in business. We can't tell you everything about Boot Camp, but expect a fast-paced, exhilarating and intense learning experience. It could be your toughest test yet, which is exactly what will make it your biggest opportunity.

Find out more and apply online.

Visit accenture.com/bootcamp
• Consulting • Technology • Outsourcing

accenture
High performance. Delivered.

Download free eBooks at bookboon.com

Click on the ad to read more

6 Change the Focus of Your Attention!

6.1 The Curse of Urgency

One of the main problems in our current society is the force we call "urgency addiction": the morbid urge to react to what is urgent. Giving in to this tendency often leads to an adrenaline rush. If we solve a crisis, we feel useful and successful. Moreover, we are good at it. We climb onstage as a gunslinger with guns drawn, attacking the problem and forcing it to disappear, and then riding off into the sunset as a hero.

The actual usefulness of these actions is often overlooked. We also feel attracted to crises that really do not matter because we want to remain in motion. People expect us to stay busy and overworked. It is a status symbol: if we don't have time, we must be important. Bustle gives us a sense of security. It also gives us an excuse to ignore the real priorities in our lives.

The similarities to other addictions are striking: the indulgence of urgency temporarily displaces negative feelings, absorbs our attention, provides an artificial sense of self-esteem, exacerbates the problems we really hoped to resolve, and affects our social contacts. The phenomenon gets worse in the twenty-first century. With technological developments like e-mail and social networks, we are almost forced into these situations. The Internet is a wonderful servant, but a very bad master.

6.2 Interruptions

Stephen R. Covey was one of the first people to admit how difficult it is to ignore the urgent force. Things that need priority are often important for someone else. In some cases, this is appropriate: the attainment of a deadline or appeasing a disgruntled customer is certainly important. Very often upon closer examination, little things impose unwanted interruptions on us: calls that can wait, chain mail to read, or people who pop in unexpectedly to talk about their problems. These things ultimately give us a sense of exhaustion.

6.2.1 Important versus Urgent

To clarify the extent of this problem, Covey developed a four-quadrant matrix. He distinguishes activities for each quadrant.

Quadrant 1: Things that are urgent and important	Quadrant 3: Things that are important but not urgent
Quadrant 2: Things that are urgent but not important	Quadrant 4: Things that are not important and not urgent

Watching television excessively is a perfect example of an item in quadrant 4.

Download free eBooks at bookboon.com

Most people seem to spend fifty to sixty percent of their time in the first, second, and even the fourth quadrant thinking they are busying themselves with things that are both urgent and important. That time, according to Covey, could be better spent in the third quadrant. That is where we do our long-term planning, where our personal development comes from, and where we invest in our relationships by listening to each other. An additional advantage is that we can reduce the first quadrant as we anticipate problems, and thus, prevent the urgency of them.

Yet many people push quadrant three activities to the backburner because they recognize the importance of them, but they don't see the immediate need. There is no urgency. The third quadrant does not impose itself on you! You—as a conscious, thinking person—must take the initiative and be proactive. Successful people do this. Mediocre people tend to forget it.

The Wake
the only emission we want to leave behind
Low-speed Engines Medium-speed Engines Turbochargers Propellers Propulsion Packages PrimeServ
The design of eco-friendly marine power and propulsion solutions is crucial for MAN Diesel & Turbo.
Power competencies are offered with the world's largest engine programme – having outputs spanning from 450 to 87,220 kW per engine. Get up front!
Find out more at www.mandieselturbo.com
Engineering the Future – since 1758.
MAN Diesel & Turbo
MAN

Download free eBooks at bookboon.com

Click on the ad to read more

7 The Last Obstacle to Career Success

An old saying: "*It is not that great ideas have been tried and found inadequate; it is that they have been prejudged as inadequate and never even tried.*"

7.1 The Big Career-Stopper

Limiting beliefs are voices in your head that tell you, "This is not going to work for me." Limiting beliefs can be tracked easily. Just listen to people using the word "but." Most of the time, the sequence is, **"Yes, but…."**

We saw the frog and the horse react physically to threats. We also saw how our human brain has a third way of reacting to threats. Stepping into an unknown territory in your life doesn't feel comfortable. You may begin thinking, "Yes, this is nice," or "This is what I should do," or "I would like to explore this a bit,"—but you end up with, "but…better do it another time when I am more certain about what I am doing."

A simple situation in which you think about an activity that is unknown or uncomfortable drives your system out of its natural balance. And your system always try to restore balance. It's a natural reaction, and many times, it happens without you even noticing it. And that's good. These defense systems are your ally most of the time. They protect you from being harmed.

Remember, without trusting your instincts while exploring LA, you would have stayed in an area you probably didn't belong in. Take note that people who are out of balance feel anxiety. And if that happens frequently or for long periods of time, they are prone to disease. It's healthier to be in balance.

The "BUT" word becomes your opponent only when you seek to add new qualities and capabilities to your life.

Whenever you want to create something new in your life, your defense system interprets movement toward that goal—or even the thought of pursuing that goal—as a threat. It's a threat to your good old identity. Your defense system launches a BUT campaign to get you back to normal. As soon as you think about an improvement in the quality of your life, your system loses its balance, and the defense system takes over.

Download free eBooks at bookboon.com

Every person reacts differently. Some people dream endlessly about desirable futures and maintain a state of balance. It is only when they start making real operating plans that they get off-balance. Other people only have to begin to vaguely think about new things happening in their lives to trigger an ambush of BUTS as massive as what the Vietcong did to the 3rd Battalion at Hill 937.[1]

Your defense system is very effective and persistent. The system throws different carrots at you until it finds one that triggers you to follow it. Ever tried losing weight? At the most vulnerable moment, this little voice in your head says, "Hey, have a bite to remember what it tastes like. It won't hurt. You are in control. You can stop whenever you want. After all, you are out with your girlfriends. You deserve a

break. Come on, have fun. Just tonight. You deserve a treat!" The system is very powerful because it keeps trying until your commitment to this new thing breaks down.

Here are examples of some strong BUTS we have heard in our career practice. We hear these all the time:

1. The right opportunities never come my way.
2. I'm far too old for that.
3. I have the wrong color. I came from the wrong neighborhood.
4. My physical condition is not as good as _____'s.
5. I'm too young for that.
6. I don't think I have the willpower that's needed.
7. I always quit after a couple of attempts.
8. I'm really trying. It's not my fault.
9. I don't have enough money. I don't have enough talent.
10. I'm not intelligent enough for that.
11. I'm a risk-adverse person.
12. I'm an immigrant. My English isn't good enough.
13. I'm undereducated.
14. I have failed all my life. Why would it be different now?

Get the idea? You probably have some other BUTS of your own too. Let's take a closer look at them, because unfortunately, we are not born with skills to intervene in this system. However, you can learn! And we can show you how to do it.

Warning

Once you get the idea of limiting beliefs, you will see them all around you. Almost all of us have some limiting beliefs, and many times, we are not even aware of it.

Be gentle. Say nothing. Don't be annoying. Only give feedback when someone asks—and if you are sure that he or she really wants to know what stops them.

Download free eBooks at bookboon.com

7.2 Kick the "Buts" out of Your Life

7.2.1 BUT Busters

1. Make a list of the BUTS you have come across in your life and in your attempts to improve your career. Go back, and search your memory. Jot down your career goals and dreams in life. What are the thoughts—the voices in your head—that stop you from doing what you should do. Take some time with this, and relax after this exercise. Take a break. Be sure you have a pen and paper with you. While you are relaxing, some thoughts you want to remember could pop up, and if you don't write them down immediately, you can be certain that you won't remember them by tomorrow.
2. Come back tomorrow and read the BUTS paragraph again, repeating the exercise.
3. The second stage of the buster process is about prioritizing. You don't need a large list to begin with. Five to ten really good thoughts that successfully knock you off track will do the job for now. Prioritize the list. First, write down the one that works best to kill your dreams and plans. Then write the second one that is the best dream and goal suppressor. Number three is the best of the ones still on the original list, and so on until all of your thoughts have been placed in order.
4. Read your list of limiting beliefs—your BUT list. Learn them by heart. Yes, read well, and learn them by heart. This is the way to learn to recognize them whenever they pop up in your life. And I can promise you, they will pop up again.

Brain power
By 2020, wind could provide one-tenth of our planet's electricity needs. Already today, SKF's innovative know-how is crucial to running a large proportion of the world's wind turbines.
Up to 25 % of the generating costs relate to maintenance. These can be reduced dramatically thanks to our systems for on-line condition monitoring and automatic lubrication. We help make it more economical to create cleaner, cheaper energy out of thin air.
By sharing our experience, expertise, and creativity, industries can boost performance beyond expectations.
Therefore we need the best employees who can meet this challenge!
The Power of Knowledge Engineering
Plug into The Power of Knowledge Engineering.
Visit us at www.skf.com/knowledge
SKF

Download free eBooks at bookboon.com

Click on the ad to read more

5. Every time you try something new, or even when you start thinking about something different in your life, the BUTS will pop up again. But now you know it's a BUT. It's a limiting belief you have. Others who don't have this belief are not hindered by it, and they can proceed striving towards their goal. You can do that too. You just have to look at your evil BUT, and punish yourself for having it. We can do it with an exercise Paulo Coelho has taught us. It's a simple tool, and you can do it anywhere: in the train, at a dinner party with friends and family, in a company meeting, in bed, near your loved ones—always and everywhere. No one should notice, but if they do, just tell them, "I just had to remind myself of something important (namely, to lose that thought). The exercise of cruelty is on the next page.
6. Go over your list regularly, at least once a month. Which BUT has lost (a portion of) its power over you? Did you learn your list by heart? Did you do your cruelty exercise whenever a BUT came up?

After examining this paragraph and doing these exercises, you might feel (a little) uncomfortable. Don't worry, that's perfectly normal. You might wonder, "Can I do this and will it work? I don't know anybody who had to do this to further his or her careers!"

See what is happening here? Yeah, you have a limiting belief in your hand. Right now. And you know now how to squelch it now. Just do it.

You now have the tools and the information you need to proceed with your career and your goals. You know what you are here for in life, you know what your professional contribution to the world looks like, and you know how to handle the most difficult obstacles that exist: the obstacles in your head. Now, let's attack the last exercise in finding your career. We are going to take another look into your future. This time, we tune in for more details.

The Exercise of Cruelty

Every time you catch a thought in your head that you know can do you harm because it is a limiting belief—a BUT—follow these steps:

Drill the nail of your index finger into the flesh under the nail of your thumb until the pain is very intense. Concentrate on the pain: it physically reflects the pain you feel mentally. Reduce the pressure when the thought in your head vanishes.

Repeat this as often as necessary, even if you have to do it a number of times in a row. The BUT will return in increasing intervals until finally, it disappears completely—at least if you continue doing this faithfully every time.

Download free eBooks at bookboon.com

8 The Devil Is in the Details

Now it is time to dive into some more details and do some reality testing. I'll give you some exercises for it. Why? Well sometimes our dreams need a reality-check just to determine whether there is a way to succeed in our goals. It may be a bit far-fetched to be a nurse right now and dream of becoming an airplane pilot. I said "maybe" because, if you have the right qualities, you could very well succeed in this. For one thing, you need perseverance.

You don't believe me? Well that's a limiting belief too. I prove my theory with a story of Richard Branson's mother, and I quote him on this. While you're reading, see what qualities and transferable skills she used to reach her goal. I'll come back to transferable skills later.

Richard Branson: "My mom, Eve, is a perfect example of this. During the war, she wanted to be a pilot. She went to Heston Airfield and asked for a job. She was told that only men could be pilots. Mom was very pretty and had been a dancer onstage. She didn't look anything like a man at all. That didn't stop her. She wore a leather flying-jacket and hid her blonde hair under a leather helmet. She talked with a deep voice. And she got the job she wanted. She learned how to glide, and eventually she began to teach the new pilots. These were the young men who flew fighter planes in the Battle of Britain."

The story goes on:

"After the war, she wanted to be an airline hostess. Back then, they had to speak Spanish and be trained as nurses, but Mom chatted-up the night porter at the airline, and he secretly put her name on the list. Soon, she was an airline hostess too. She still couldn't speak Spanish, and she wasn't a nurse, but she had used her wits. She wouldn't say no. She just did it."

You see, this lady knows how to get along with a wide variety of people. She has "wits," and she doesn't take no for an answer. She is creative and uses unusual methods to get what she wants.

Now, we can't all be like the mother of Richard Branson[2], but we do have our own qualities and transferable skills. Let's work with them.

8.1 Your Skills

Get a pen and paper. Think about all the things you did in life. What were the skills you used, and which did you like using. Start with school and your side jobs while you were there: the jobs you worked to supplement your allowance. Then list your first job and then your second one. List your free-time activities in your neighborhood or the local village. Write down the skills you used there too.

Download free eBooks at bookboon.com

Okay, the problem now is figuring out what your skills are. Don't worry. Only a few lucky people know and actually put them on paper just as I asked. If you are one of the ninety percent of people who don't have a clue, then you have to find your skills another way.

8.1.1 Skill-Finding Exercise

You start by making a list of all jobs, assignments, and pro bono work you have ever done—including school jobs.

For each job or assignment, write a short story. Explaining what happened or how you felt is not important. What is important is the goal you accepted, what kind of restraints or hurdles you had to face. What step-by-step process helped you overcome these hurdles? What did you accomplish and how much? (Did you organize a scouting boot camp for ten or for two hundred children?)

Here is a simple sample story:

I wanted to be able to take a winter ski trip with my family (wife and two children). I had a very limited budget and could not afford to put my family up in a hotel. I decided to rig my father's camper to take a trip to the mountains.

Download free eBooks at bookboon.com

Click on the ad to read more

First, I went to the library and read some books on camping during wintertime. Next, I devised a plan of changes I needed to make for the camper to be cozy when it froze outside. Then I went and purchased the necessary equipment. On weekends, over a period of three weeks, I installed a bigger gas heater, and I replaced some gas equipment such as the gas stove (for cooking). We had to use different gas or the gas pipes would have frozen over. Then I searched the Internet for a camping place in the area we wanted to visit.

The result was a winter-ready camper. We rode into the mountains and stayed there for a whole week. We had a lot of fun together, and we stayed within our budget.

The hotel bill probably would have cost $2000. The equipment I installed cost $400, so we saved $1600.

The goal: Ski holiday with wife and two children.

Hurdle: A limited budget and the family camper is not equipped for the winter.

Description of what I did: It's in the story above.

The Result: Ski holiday for a week that remained within our budget.

Measure: $1600 saved.

Which skills did I apply?

In this example, I used goal setting, creative thinking (for alternatives), gathering books to learn more about a subject, learning (what does a camper need for wintertime), planning, installing parts and equipment, driving huge cars/small trucks, searching the Internet, and calculating.

I think you have the point by now. Do this exercise for every job and for as long as it takes until you've convinced yourself you know your skills.

When you finish, organize your skills from one to ten: one being the skill you are very good at, two being your second-best skill, and so on throughout the rest of your skills.

8.2 Transferable Skills

Richard Bolles provided us with three lists of transferable skills: Data, People, and Things. I copied his list here for you.

Download free eBooks at bookboon.com

Data	People	Things
Synthesizing	Mentoring	Setting up
Coordinating, Innovating	Negotiating	Precision work
Analyzing	Instructing	Operating process controlling
Compiling, Computing	Supervising	Driving, Operating
Copying	Persuading	Machine process monitoring
Comparing	Speaking	Feeding
	Serving, Helping	Handling

Note that the simple skills are at the bottom, and above each skill is a more complex one. Usually, each higher skill requires you to be able to do the ones listed below them.

Go over your own list again. See if your skills match with these lists. If you coach the junior baseball team in your village, you probably wrote coaching as a skill. Coaching can be matched with Instructing. If you are an ICT programmer (Information and Communications Technologies), you are probably very good at precision work and analyzing. You can compare these skills with the job and career you want to establish. If they fit, you don't have to possess all the qualities that are needed. You can work on that as long as the basic skills needed for the job are available. Remember Richard Branson's mother didn't speak Spanish. However, she was good at persuading (she persuaded people to give her a chance), serving, helping, communicating (speaking), and handling. Furthermore, she had the right background to come to an understanding with airplane passengers casually. In those days, airplane passengers were "well-to-do" (affluent), as an Englishman would say.

If we look back at Vera, she needed coordinating, negotiating, and mentoring skills for her next job. She knows she had them from jobs she did during school as well as in community work she was occupied with currently. In her job, she especially volunteered for work that required these qualities. She could further develop them this way, and more importantly, she could talk about proven experience and results in her field.

8.3 The Final Assignment

You know what you want in your professional life. You know your qualities, your capabilities, and your transferrable skills.

Now confront your dream with these qualities, and see if there is a way to put these qualities to work in order to come closer to your dream. Step by step.

Don't be modest. I saw people over sixty starting a new university study and finishing it. But on the other hand, be realistic. If you have to work in order to pay the bills, a university study is not an obvious option—unless you have a rich uncle….

Download free eBooks at bookboon.com

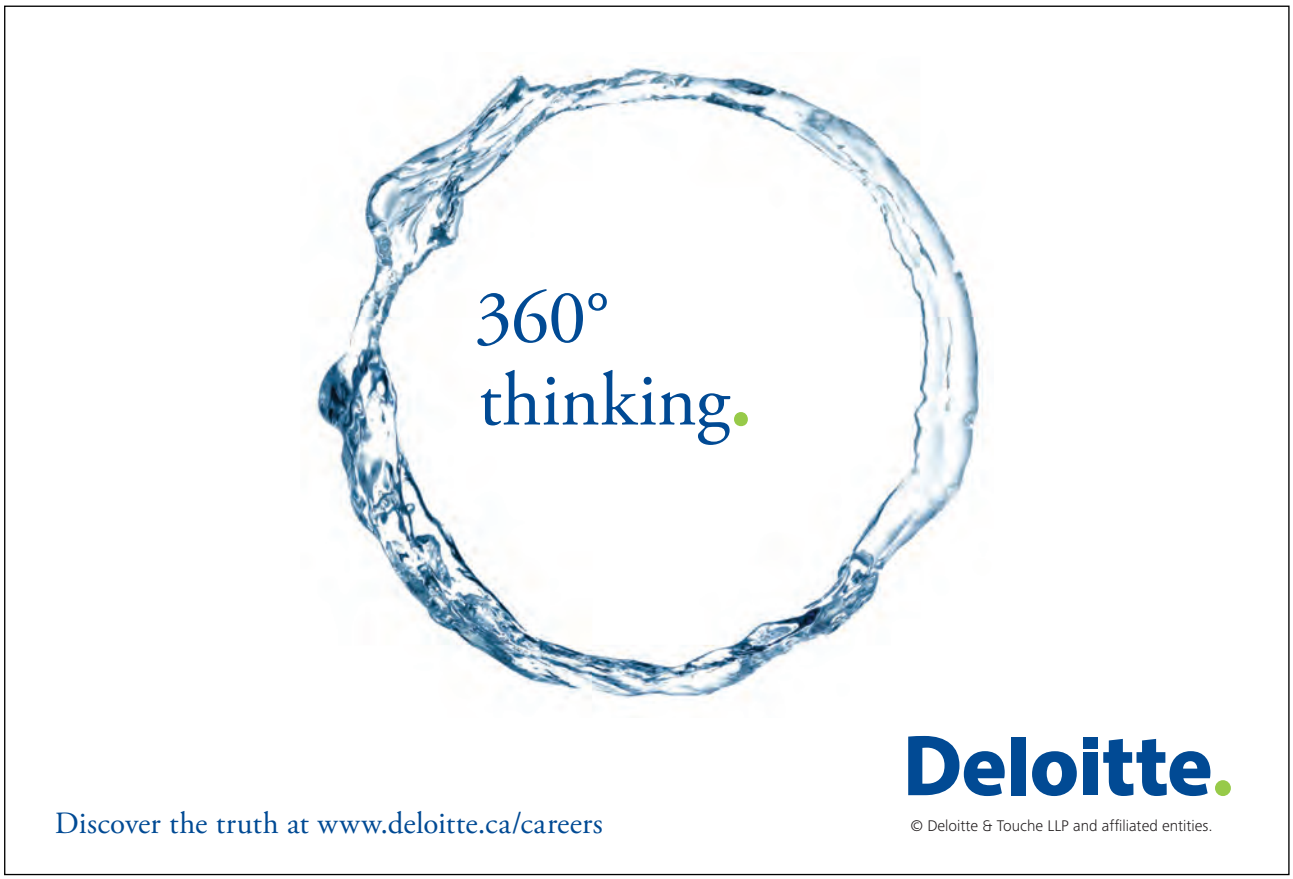
9 Adjusting from the Wrong Track

You did your exercises and concluded that you are on the wrong track. You are a civil servant, and you want to be a photographer; or you are an IT programmer, but you want to be a personal assistant. You are a truck driver, but you want to be car mechanic; you are a lawyer, but you want to be an operational supermarket manager. Must you go back to school? I advise not.

There is another little-known way to reach your dream job, and the strategy has proven to be very successful.

I'll give you a successful example. By reading the story of Harry, you will understand the strategy you need. If you are a chess player, you will recognize the knight's move.

Harry was a small town lawyer. Law school seemed a good idea at one time, but the business didn't satisfy him, and he really wanted to be a Wal-Mart local branch manager instead. A friend of his had such a job, and Harry liked everything he saw and heard about it. He is quickly becoming weary of his current activities.



Download free eBooks at bookboon.com

Click on the ad to read more

We talked about it for a while and concluded that his goal was one bridge too far to realize immediately. We decided on the following strategy: He started with informative meetings with people in the supermarket industry. He learned what was going on in the grocery industry that way. Next, he started attending informative meetings with people within his field (legal), but related to the retail industry. He learned about legal issues in the supermarket industries and demonstrated his interest in them. After a few months, he was offered a job at the legal department of a regional chain. In this job, he made less money than in his previous job. However, his wife supported him and they were able to manage.

You see what he did? Harry took a step in the right direction. First, he moved into the right industry, while staying in his own professional field of work. Both he and the employer could handle this step.

In the next year, Harry followed a course in retail marketing and a shop management course. A while later (more than a year), Harry started the whole process of informative meetings again. Now he talked with supermarket managers. Three years after we started our talks, Harry sent me a postcard. He wrote to tell me that he landed his dream job.

9.1 A Simple System for Adjusting Tracks

You noticed how Harry followed a simple but effective system for changing career paths. The system he used is the **ABDICATE** system. An eight-step system that takes you step-by-step to where you want to go.

Apply the TRACK system, and stick with your dream!

Be honest with yourself, and acknowledge that you are on the wrong career path.

Discuss your findings with your wife or husband.

Investigate. Explore the possibility of temporarily living on a smaller income (it does not have to happen, but if so, be prepared).

Change jobs. Start working in the right industry with the use of your current expertise and experience. Go—network and apply for jobs within your current profession but in the industry you would like to move into.

Arrive in the industry you want to be in, and when you arrive in that industry, be eager to learn fast. Get to know the ins and outs quickly.

Train new skills. Follow courses, and do volunteer work. Harry even worked three months in a sidecar as a weekend grocery clerk just to get a good feeling of the business.

Explore new opportunities, and be ready when something pops up by surprise. Network and apply for the job you want (consider starting a level lower). Sometimes it is a good strategy to start as an assistant before you apply for your target job.

Download free eBooks at bookboon.com

10 Adjusting Your Goals?

I believe by now you have an idea about how to test your goals for reality. If they are realistic, your next step is to make a step-by-step plan to move from where you are to where you want to be in life.

If your goals proved to be unrealistic (Make certain there is not a limiting belief hindering you), then you have to repeat the goal-setting part. And this time, you have to take into consideration the restraints you found as well as the capabilities you have.

MSM
MAASTRICHT SCHOOL OF MANAGEMENT
Increase your impact with MSM Executive Education
For almost 60 years Maastricht School of Management has been enhancing the management capacity of professionals and organizations around the world through state-of-the-art management education.
Our broad range of Open Enrollment Executive Programs offers you a unique interactive, stimulating and multicultural learning experience.
Be prepared for tomorrow's management challenges and apply today.
For more information, visit www.msm.nl or contact us at +31 43 38 70 808 or via admissions@msm.nl
the globally networked management school

Download free eBooks at bookboon.com

Click on the ad to read more

11 On the Right Track

11.1 You Thought You Had Hit the Ceiling

You are on the right track, and it seems you reached the ceiling of your potential.

You like your job, but you are still wondering how to make more money doing it.

Here is what Marcello (a former client of mine) did. Marcello is a car engineer.

Marcelo was good with car electronics, and he decided to specialize in this area. He bought every book available on this subject and convinced his boss to send him to continued education courses from suppliers. He became very good at it. After a while, the workshop manager began sending customers who had hard to find and persistent vehicle troubles directly to Marcello.

During that time, he went to the garage owner and talked with him about attracting new clients. He told the owner to advertise his specialization: "Do you have trouble with your car? And the visit to your regular garage did not help? We specialize in motor electronics repairs. We can help you."

The garage got new clients that way, and soon Marcello went to the manager to ask for a salary raise—which he got!

Specializing is always a good strategy if you want to stay in your field of work and still raise your standard of living.

John, another former client, worked for a large ICT company. He was a Systems Engineer with broad experience. That broad experience made him one of the crowd. He decided to specialize in Oracle database technologies and became a source of help to colleagues in the office. He then opened his own space on the company intranet with Ask services and a Frequent Asked Questions directory. He became a national source for the company, and people all over the country asked him for assistance. Do you think his salary and benefits stayed the same? I know better, and you do too.

11.2 Get More Salary by Exploiting Your Expertise

Here is the three-step system Marcello and John used, and you can use it too!

11.2.1 The ABC System

Ahead of the pack. Specialize and become an expert in a niche where clients seem to have problems and your colleagues lack knowledge.

Download free eBooks at bookboon.com

Boost the turnover of your department by exploiting your expertise. Talk with your boss about how he and his department could be more successful using and exploiting your expertise.

Collect. Take notice of the growing value of your contribution to the business, and ask for a salary raise or a regular bonus.

11.3 How to Take the Next Hurdle

You know your dream, you know your goal, but you don't know how to get there. Say you want your boss' position. How are you going to get there? In this situation, you need networking skills because you have to gather information from people who are already there. This is not a book on networking techniques, though such information will be available soon. To give you an idea now though, look at what Camila did.

Camila was a personnel assistant working for a large insurance company. She is well-trained and wanted to become a personnel manager.

The first thing she did was spot some people who possessed the kind of job she wanted. She used LinkedIn to find them, but Facebook can be a good alternative if you are interested in lower management jobs such as being a shop floor manager. Some of them she chose "spontaneously." Others (outside her own company), she attempted to reach by phone to set a ten-minute lunch appointment. (Yes, ten minutes and no longer—she never stayed even one minute longer!)

Once face-to-face with her "targets," she tells him or her that she only has ten minutes (That's actually reassuring for the other party), but that she likes to talk with people about ____ (whatever your mutual interest might be; in Camila's case, it was the job of personnel manager).

Camila had done her homework too. She knows her favorite skills, her favorite working environment, and her favorite industry. She talks to people to spread the idea that she is a resourceful and ambitious lady as well as to collect information.

She asked:

- How did you get into this line of work?
- How did you get into this position?
- What is your main occupation during the day?
- What do you like the most about it?
- What do you like the least about it?
- She always finished with, "Where else could I find people who do this type of work? Could you give me two names?"

Download free eBooks at bookboon.com

That's it. She thanked the person she was speaking with and sent him/her a thank you e-mail the same day.

After a few meetings, she knew what the most important activity was for the job she wanted. Next, she would volunteer for assignments that required skills that were aligned with her goal, and she started to broaden her network by having ten-minute talks with managers and directors. She asked them what they wanted from a personnel manager and what they thought personnel departments in general should do better. Of course, she always left her personal business card, and she always sent a thank you e-mail—sometimes accompanied by an article containing some information her contact showed interest in.

Three months later, she would send her contacts a note in writing to say thank you again. She would ask if they knew someone who was looking for a personnel officer. She would love to hear that they did.

Thirteen months after she started her search, she got a call and landed a job as a personnel manager in her industry.

11.3.1 Climb the Ladder Using a Networking System

Camila used a simple six-step networking approach. Here are the steps so you can use them too.

1. Do the tests and exercises this book provides you with. Know your skills, strengths, and goals.
2. Explore social media networks for people who possess the job you want and who you could talk to (living and working not too far away from where you are).
3. Start ten-minute talks with these people and use a question list, more or less the way Camila did it (Be aware! You are **not** applying for a job. You are exploring the field and learning).
4. Do (offer yourself for) volunteer work that enables you to develop skills and build a track record needed for the job you are heading for.
5. Send a thank you note to the people you talked with. Keep in touch with them, and keep them posted with your work. Call them (Camila sent a letter, and it worked; however, calling is a better approach) after some time, and inform them that you are in the market for a job as a _____.
6. Rehearse steps four and five regularly (once every three months) until you encounter the job you want.

Of course, when you are in the cycle of steps four to six, you also do other things in order to land the job you want. You visit recruiters and temp agencies, apply for jobs, and so on. These are activities beyond the scope of this book, and many times, you don't need them. Networking is by far the most powerful job search tool.

Download free eBooks at bookboon.com

12 The Road (Ahead)

I am committed to offering you all I have to make you successful in designing your future career. I informed you of how you could be misguided and frustrated sometimes. Because even when you get rid of your limiting beliefs, the road may still be bumpy and winding at times.

Let me inspire you with a story from Thomas Edison, the inventor of the electric light bulb.

"The electric light has caused me the greatest amount of study and has required the most elaborate experiments…. Although I was never myself discouraged or hopeless of its success, I cannot say the same for my associates…. The results I achieved were the consequences of invention—pure and simple. I would construct and work along various lines until I found them untenable. When one theory was discarded, I developed another at once. I realized very early that this was the only possible way for me to work out all the problems."

This way, he developed more than a thousand experiments. He once was asked, "Didn't all the failures along the way frustrate you?" His answer was something like, "Frustrated? Why should I be frustrated? I did not fail once. Every time I learned a way that did not work, all I had to do is proceed until I found the one that did."

See the light!
The sooner you realize we are right, the sooner your life will get better!

A bit over the top? Yes we know!

We are just that sure that we can make your media activities more effective.

Get "Bookboon's Free Media Advice"
Email kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

12.1 Steps on the Road Ahead

1. Get a huge piece of paper, maybe even take two notebook pages out of a writing pad, and tape them together. Write "Professional Planning Page" across the top of it.
2. Next, draw your "lifeline." One end will represent your birth, and the other will represent the end of your life. Use the entire two pages to draw your line. At the starting point, write "Birth," and on the other end, write "The End." Draw short vertical lines to mark each decade of your life—past, present, and future. Mark the place that represents your present age with a thick, small, vertical line.
3. Start at the beginning of your life. List (in short) the significant professional events (including school) from your birth to the present time.
4. Next, write your professional goal(s) at the end.
5. Now take a minute to look over your paper. Use a different sheet of paper to try to break down the differences between where you are now and where you want to be. After working on this for a while, you can cross out and delete words and sentences that seem incorrect. This will be your scratchpad. Jot down what you do differently today, tomorrow, next week, next month, over the next three months, over half a year, and over a year. Write down the smaller goals you realize along the way.
6. When you're finished with the scratchpad, copy your plan to the main planning pages.
7. After a week, look at this page and see what you have accomplished. Maybe your plan is too optimistic or too pessimistic. Change your plan. Maybe your actions and behavior are not as you thought they might be. Remember Vera and her tennis lessons?
8. Repeat step 7 monthly over the coming years.
9. Remain aware of limiting beliefs and continue with the Cruelty Exercise.
10. Treat yourself. Feast for even small accomplishments. Life is fun as long as you make it that way.

If you are dedicated and loyal to yourself, you will succeed!

Download free eBooks at bookboon.com

13 Part Two: Exercises to Get You Going

Some of these exercises may be redundant if you did the exercise earlier in this book, definitely found your calling, and worked hard to defeat the hindering internal voices and obstacles.

However, some people could still feel a bit uncertain, or they could use some help with tracing unconscious obstacles. The following tests and exercises may help you become more aware of goals, inner voices, and obstacles. Other tests that follow will provide you more insight into your abilities, capabilities, and ideas of a perfect work environment.

Just think carefully for a couple of minutes about each question. It might help to close your eyes while you think. When you have the answer, write it down.

13.1 My Calling

1. What could I imagine myself doing if I didn't have to go to work for a year?
2. When I was young, what were the things I enjoyed doing? How about now? Could I fit more of these things into my life now? How can I do that?
3. What keeps me going in my everyday life? What's happening inside me? What's happening in the outside world that involves me? Are there some things I would rather not face? What are these things?
4. Am I tired, or do I feel energized most of the time? What gives me energy, and what things wear me out?
5. Am I working to gain some kind of approval from somebody (mother, father, husband, child, etc.)? Who would be very disappointed if I slowed down?
6. What is missing in my life right now? What would I like to add to my life?
7. What does this exercise entail for me? What other feelings or thoughts came up because of it?
8. Name three people you admire greatly.
9. What do you admire in these people, and why do you have such admiration for them?
10. Name three people you see as your role models?
11. What do these people mean to you?
12. What do they tell you? (What do they provide you with along the way?)
13. What is (are) your goal(s) in this life?

Download free eBooks at bookboon.com

Wrap it up. What is the picture? What is it that you have to do or change in your life to make it more in line with your core strengths and beliefs? Look around for a trusted family member or friend—someone who would like to see you grow and be happy and successful. Talk with this person about your thinking and considerations regarding making a job or career shift. Sharpen your ideas this way.

13.2 Roadblocks and Obstacles

Rate yourself from one to ten regarding what describes you most.

1 = Not very much like me

5 = Neither like me nor different

10 = Very much like me

I WANT TO CHANGE DIRECTION,
AND THE WORLD.
GOT-THE-ENERGY-TO-LEAD.COM
We believe that energy suppliers should be renewable, too. We are therefore looking for enthusiastic new colleagues with plenty of ideas who want to join RWE in changing the world. Visit us online to find out what we are offering and how we are working together to ensure the energy of the future.
RWE
The energy to lead

Download free eBooks at bookboon.com

Click on the ad to read more

1	Optimistic:	1	2	3	4	5	6	7	8	9	10
2	Pessimistic:	1	2	3	4	5	6	7	8	9	10
3	Confident:	1	2	3	4	5	6	7	8	9	10
4	Self-doubting:	1	2	3	4	5	6	7	8	9	10
5	Energetic:	1	2	3	4	5	6	7	8	9	10
6	Lethargic:	1	2	3	4	5	6	7	8	9	10
7	Adaptable:	1	2	3	4	5	6	7	8	9	10
8	Rigid:	1	2	3	4	5	6	7	8	9	10
9	Trusting:	1	2	3	4	5	6	7	8	9	10
10	Fearful:	1	2	3	4	5	6	7	8	9	10
11	Accepting:	1	2	3	4	5	6	7	8	9	10
12	Angry:	1	2	3	4	5	6	7	8	9	10
13	Forthright:	1	2	3	4	5	6	7	8	9	10
14	Timid:	1	2	3	4	5	6	7	8	9	10
15	Risk-taker:	1	2	3	4	5	6	7	8	9	10
16	Risk-averse:	1	2	3	4	5	6	7	8	9	10

Now, after you finish this exercise, take a closer look at the even-numbered words and how you scored them. For each time that you scored a word higher than six (6), you can count on the fact that you have an issue with that characteristic.

Sit down and ask yourself, "What makes me Pessimistic/Rigid/Risk-averse? What is it that is slowing me down in my career?"

Let's assume you give yourself a high score on Pessimistic. Now that you know this, you need to work on it. You thought about your pessimism, and you came to the conclusion that luck is for the other guys. You were not born with it, and you have enough evidence to prove it.

Now, ask yourself, "Am I sure that luck is for others and not for me? Am I absolutely sure? Can I be definitely absolutely sure that luck never will be on my side?"

Download free eBooks at bookboon.com

You know the answer. You can't be absolutely sure. So, what did you gain by thinking this way? Pessimistic thinking hasn't brought you any luck or happiness. But it must have brought you something valuable at some point, because it brought enough value for you to adopt the thought and make it your own!

The next question you should ask yourself is, "Is this value still worthwhile?" Or is this something you should leave in the past. Maybe you need to do the exercise of cruelty a couple of times when you feel pessimistic thoughts popping up.

Do this work for every word in the list that you scored 6 or higher on. Start with the tens, then the nines, the eights, the sevens, and finally, the sixes.

It will take some time, but this exercise can help you grow, and it makes it possible for you to take career steps you would otherwise never dare dream of.

13.3 Needs Profile: Part One

Preferences with a key element: What is important to you? What do you need in (working) life?

Score each element in the table below.

A. Mark a cross (X) under the A on elements you want to realize at least? (Choose no more than 4).
B. Mark a cross (X) under the B on elements that are of the least importance to you.
C. Mark a cross (X) under the C on elements that are insufficiently achieved in your current job.

After you have finished filling in the table (on the next page), ask yourself, "Are the things that seem to be important to me in my working life aligned with my career goals and with the job I want do next? If not, how can I better align these things with each other?" Now, adjust your career goals as necessary.

Download free eBooks at bookboon.com

	A	B	C
A high salary:			
Status:			
Prestige:			
Many friends:			
Pleasant contacts:			
Pleasant dealings with superiors:			
Work close to home:			
Using my expertise:			
Power:			
Independence:			
Challenge:			
Leisure facilities in the workplace:			
Opportunities for training and education:			
Learning about new developments:			
Opportunities for career development:			
Much leisure time:			

13.4 Needs Profile: Part Two

Key element: What is important for you?

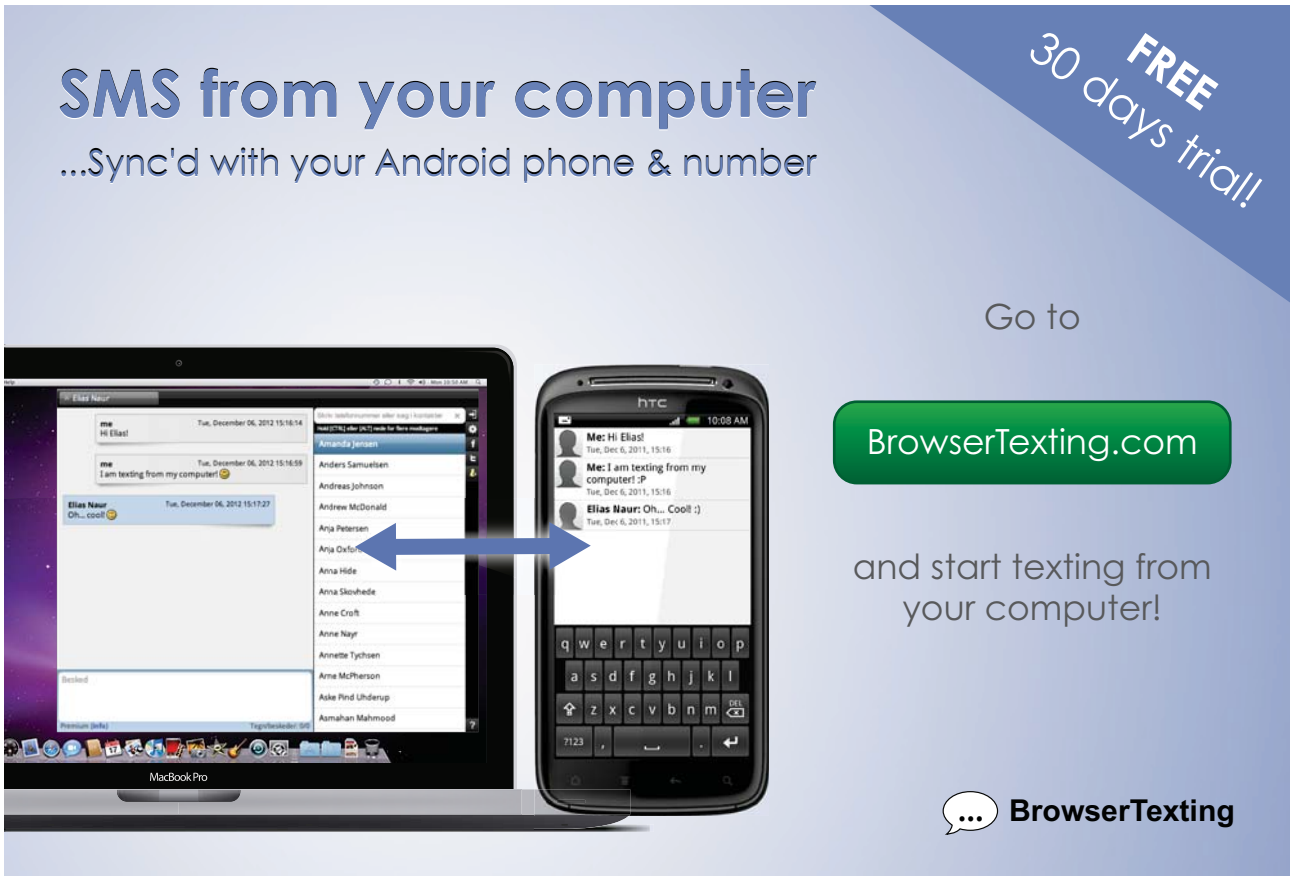
Score each element in the table below.

A. Mark a cross (X) under the A on elements you want to realize at least? (Choose no more than 4).
B. Mark a cross (X) under the B on elements that are of the least importance to you.
C. Mark a Cross (X) under the C on elements that are insufficiently achieved in your current job.

Once again, after you finish filling in the table (on the next page), ask yourself, "Are the things that seem to be important to me in my working life aligned with my career goals and with the job I want do next? If not, how can I better align these things with each other?" Now, adjust your career goals as necessary.

Download free eBooks at bookboon.com

	A	B	C
More time with the family:			
Security:			
Less stressful work:			
Cultural environment:			
Visibility in my own organization:			
Visibility in my industry/discipline:			
A lot of responsibility:			
A chance to travel:			
People leadership:			
A position with many contacts:			



Download free eBooks at bookboon.com

Click on the ad to read more

13.5 Working Roles That Feel Comfortable For You

13.5.1 Part one

In this exercise, I will ask you to choose one answer for each question. Choose the one you feel the most comfortable with—the one that energizes you. This exercise contains three parts. After you have finished the third part, you can read to determine what your "favorite role" looks like. It is possible that multiple answers appeal to you. In that case, you may pick two answers. You can do that by writing one (1) to qualify the most suitable answer and two (2) for the answer that appeals to you second best.

Go for it! Don't think too long. Just follow your feelings, and mark your favorite answers.

MY EXCLUSIVE ROLE:
1. Take care of the outcome/results 2. Operations, organizer 3. Innovator, entrepreneur 4. Ensuring cooperation
I STAND OUT FOR:
1. Getting things done 2. Getting the house in order and keeping it that way 3. New ideas, new projects 4. Achieving unity

Download free eBooks at bookboon.com

MY TYPICAL BEHAVIOR: 1. Compulsively busy 2. Managing implementation 3. Pushing new projects through various departments 4. Making compromises, integrating ideas from others
FOCUS OF ATTENTION: 1. Issues currently in play 2. How the work is done 3. What's new about what must be done? Can it be done differently? 4. The extent to which we can accept what happens
NOTABLE FEATURES: 1. Exceptionally diligent, workaholic 2. Systematic, cautious, and conservative 3. Enthusiastic, stimulating, exciting 4. Happy, sensitive, people-oriented, full of understanding
TYPICAL COMPLAINT: 1. The day is too short: too much to do, not enough time 2. Someone broke a rule/policy/procedure 3. Nothing ever gets finished here 4. We might work better together
DECISION MAKING: 1. Acts first, thinks and analyzes later 2. Follows existing decisions 3. Everything is temporary. There are no permanent duties. 4. Only when there is unity within the group

13.6 Traits You Admire Most in Your Superiors

13.6.1 Part Two

This time, complete the worksheets based on your impressions of one boss (or teacher) you admire and a person you could get along with very well.

Go for it! Don't think too long. What are the traits you admire most of the figurehead in your working life?

MY EXCLUSIVE ROLE: 1. Take care of the outcome/results 2. Operations, organizer 3. Innovator, entrepreneur 4. Ensuring cooperation
I STAND OUT FOR: 1. Getting things done 2. Getting the house in order and keeping it that way 3. New ideas, new projects 4. Achieving unity

Download free eBooks at bookboon.com

MY TYPICAL BEHAVIOR: 1. Compulsively busy 2. Managing implementation 3. Pushing new projects through various departments 4. Making compromises, integrating ideas from others
FOCUS OF ATTENTION: 1. Issues currently in play 2. How the work is done 3. What's new about what must be done? Can it be done differently? 4. The extent to which we can accept what happens
NOTABLE FEATURES: 1. Exceptionally diligent, workaholic 2. Systematic, cautious, and conservative 3. Enthusiastic, stimulating, exciting 4. Happy, sensitive, people-oriented, full of understanding
TYPICAL COMPLAINT: 1. The day is too short: too much to do, not enough time 2. Someone broke a rule/policy/procedure 3. Nothing ever gets finished here 4. We might work better together

**Who is your target group?
And how can we reach them?**

At Bookboon, you can segment the exact right audience for your advertising campaign.

Our eBooks offer in-book advertising spot to reach the right candidate.

Contact us to hear more
kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Download free eBooks at bookboon.com

Click on the ad to read more

DECISION MAKING:

1. Acts first, thinks and analyzes later
2. Follows existing decisions
3. Everything is temporary. There are no permanent duties.
4. Only when there is unity within the group

13.7 What Traits Do You NOT Work Well With?

13.7.1 Part Three

This time, complete the worksheets based on your impressions of one boss (or teacher) you did not get along with very well…to put it mildly.

Go for it! Don't think too long. What are the traits that disgust you most of this figurehead in your working life?

MY EXCLUSIVE ROLE:

1. Take care of the outcome/results
2. Operations, organizer
3. Innovator, entrepreneur
4. Ensuring cooperation

I STAND OUT FOR:

1. Getting things done
2. Getting the house in order and keeping it that way
3. New ideas, new projects
4. Achieving unity

Download free eBooks at bookboon.com

MY TYPICAL BEHAVIOR: 1. Compulsively busy 2. Managing implementation 3. Pushing new projects through various departments 4. Making compromises, integrating ideas from others
FOCUS OF ATTENTION: 1. Issues currently in play 2. How the work is done 3. What's new about what must be done? Can it be done differently? 4. The extent to which we can accept what happens
NOTABLE FEATURES: 1. Exceptionally diligent, workaholic 2. Systematic, cautious, and conservative 3. Enthusiastic, stimulating, exciting 4. Happy, sensitive, people-oriented, full of understanding
TYPICAL COMPLAINT: 1. The day is too short: too much to do, not enough time 2. Someone broke a rule/policy/procedure 3. Nothing ever gets finished here 4. We might work better together
DECISION MAKING: 1. Acts first, thinks and analyzes later 2. Follows existing decisions 3. Everything is temporary. There are no permanent duties. 4. Only when there is unity within the group

13.8 Elaboration and Results

Take into account your favorite answers on parts one and two of the exercise!

If you checked most of the answers with the number one (1), this indicates that you are comfortable in a role where productivity is demanded. Decisiveness and result-oriented are keywords for the **Producer**. This person can work well under pressure. He produces short-term results.

If you checked most of the answers with the number two (2), this indicates that you are comfortable in a role where you're focused on controlling what happens around you. Compliancy to systems and procedures is a central element in the policies of the **Manager**. He works neatly and systematically. If he has some producer components within him, he could be an excellent project manager as well.

If you checked most of the answers with the number three (3), this indicates that you are comfortable in an entrepreneurial role. Trying new things, following headlines, and a dislike for details characterize the **Entrepreneur**. A man with initiative who knows how to handle uncertainties. He also operates well in unstructured situations.

Download free eBooks at bookboon.com

If you checked most of the answers with the number four (4), this indicates that you feel at home in the role of **Integrator/Coordinator**. Motivation and cooperation are matters that the integrator gives priority to in everything he does. He is truly in the right place if he must handle many contacts and cooperate with many other functions and departments.

13.8.1 Caricature

The descriptions here are a bit of a caricature. Many readers will not feel as though they fit solely in one role.

What matters most here is not elevating you into a caricature, but rather it is important to have an indication of your dominant work style. Often, two or more styles can be applicable.

Your dominant style of work provides information about the type of organizations (and management styles) you feel comfortable with.

I've had some clients who dared to score three or even four dominant styles. They had more or less the same number of answers for each category. These clients often have trouble because there are no jobs in demand with four different management styles. Here, the third part of the exercise can help because it eliminates one or two options. If it doesn't, then you had better sleep on it overnight, and then gather some blank sheets of paper and repeat the exercise all over again tomorrow. This time, discriminate more in your answers. Only mark the answers you ***really*** feel comfortable with.

Download free eBooks at bookboon.com

Click on the ad to read more

Now take into account your score in part three of the exercise!

The marks you made here indicate a work style you don't like. This information completes the picture of your dominant management style preference. Even if you don't pursue a management position, you will feel comfortable in an environment where this style dominates the culture of the organization.

Sometimes a client completing part three of the exercise has in mind a person they really don't like, but it is for reasons other than his management style. In this case, the result of the test is misleading. Do part three one more time with someone in mind who you don't like only as a result of his management style. That will clear the air.

13.8.2 Application

In the operation of large production-oriented organizations (GM, Texas Oil, AT&T), you will encounter styles with many production & management elements.

In healthcare (and other care areas), you will find many people with strong production & integration elements in their work style.

Small dynamic companies and business owners will attract employees tending more to production & entrepreneurial elements.

In government agencies, the management style may be expected to be dominant.

13.9 Basic Skills You Excel in and Like to Employ

The following list includes the most basic skills that people may require in their work

Compared with your current and past jobs as well as other activities, which skills are you good at?

First, complete the list by marking skills you are good at, and then do it a second time to mark skills you should improve upon.

Download free eBooks at bookboon.com

	Strong	Weak
COMMUNICATIONS: - Talking - Listening - Writing - Reading - Computing		
INTELLIGENCE: - Analytical thinking - Creative thinking - Intuitive thinking - Learning - Memory		
ARTISTIC POWER: - Vision - Expression		
COMMUNICATION SKILLS: - Sensing others' feelings - Interest in thinking about others - Providing feedback - Building and maintaining networks		
TEAMWORK: - See roles and positions within a group - Free and daring to act in public - Appropriate contribution to group processes - Steers group behavior		

In just a few words, wrap up your stronger and your weaker sides. Compare these traits with your next job and career goals. Is there some work to do? Do it. Start today.

Download free eBooks at bookboon.com

14 Wrap up the Test Results and Exercises

14.1 Who am I?

What is your career goal in life? What do you want people to say about you at your funeral? What is your professional calling?

14.2 What are my abilities?

What are my strengths, the things I like to do and am really good at it? What are my favorite work areas and my favorite roles in work? What are my levels of education and experience?

14.3 What am I looking for?

What field of work? What kind of work? What kind of organization? What challenges? What kind of people do I want to work with?

14.4 What do I want?

For a salary or income? Maximum travel time from home to work and vice versa? Hours per week I want to spend with the family, or at the tennis club, or…you get the idea.

What do I want my next step to be in my career, and for how long? What will be the next step after that?

14.5 What suits me?

My own business or a regular job? Which business, which companies, which areas of work, and which job descriptions serve my goals the best?

Download free eBooks at bookboon.com

15 Your Perfect Job Description

Now it's time to finish your career exploration with your perfect job description. Make it no longer than twenty sentences. If you have some trouble writing, then see the Writer's Block section on Self-Help-Career.com. It will forever release you from writer's block in no time.

My Perfect Job Description:

With us you can shape the future. Every single day.

For more information go to:
www.eon-career.com

Your energy shapes the future.

e·on

Download free eBooks at bookboon.com

Click on the ad to read more

16 Guidance for Network Talks

A good job-marketer should seek for information and potential employers who are in need of skills and results he can offer. You must have the initiative to approach people and organizations. Remember, in almost every organization, you will find dormant vacancies. These jobs are not published, and you can identify them via an active market approach. You can also learn more about the trade and get to know more people who can somehow help you later.

Many people do not have the guts to do these things. It is best to set off first in the direction of free-discussions. No interviews: you are not applying for anything yet, you are just looking for information!

Make an appointment with people the way Camilla did. Go into your network and ask if anyone knows people in the field of _____. Call these people:

"Good afternoon _____, can I speak with _____? _____ has advised me to contact you.

(OR)

I heard about _____, and that piqued my interest in your company/business/organization.

I want to know more about working in the _____ industry/business. I wonder if you have ten minutes for me? I'm not applying for a job; I just want to get a picture of your company/business (your area). Can I meet you next (name a day) at twelve thirty?"

There are many nice people who, in cases like this, often say, "Yes, all right."

16.1 Be Specific

It is important that your communication with people is very specific. You want an informal meeting regarding your reorientation process. You want to know how the industry works. You are curious about the personal vision of your partner with regard to developments in the industry. You want to know how particular jobs in this company look. And that's it.

16.2 Two Objectives

These meetings have two objectives. First, you learn how the market works, and you become accustomed to talking about this business with people in the trade. You learn how the working environment looks in this company. Secondly, you present yourself to these people/managers. If you leave a good impression, your name just might pop into their heads when they have a vacancy in the future.

Download free eBooks at bookboon.com

16.3 Say Thank You, and Stay in their Minds

It is important to write a thank you note for the time and effort they have invested in you. This makes a great impression, your name circulates again, and you can take a month or two before you reference your pleasant conversation and still offer your expertise. "I can solve a problem for you. I can offer you my experience." That works much better than "I'm here for a job."

16.4 Suggestions for the Questionnaire You Bring to a Meeting

Pick a few questions you are most interested in. Don't make it an interrogation. Try to make it look like a small conversation. If you still have questions, or new ones arise during the conversation, keep them in mind, and write them on a piece of paper. You can always return later and ask them (after you have spoken with some other people as well).

1. Can you describe typical developments in the industry and your company? In the case you are supposed to know these things, the question could be, "May I ask you for your personal thoughts on _____ developments?"
2. Delve a bit into the subject: What does that mean for your organization and your people?
3. Could you tell me how your organizational structure is built?
4. What are the main activities and responsibilities in your area?
5. What is the biggest challenge your organization faces?
6. Relate the company's organizations to each other given the level of success with which they operate.
7. What do you think are decisive success factors in this industry?
8. What do you think are crucial skills for employees/managers in the industry to know in order to operate successfully?
9. May I know your response to my description of the ideal job? (You made this description at the end of the Test Part in this book.)
10. You could go into details if that seems appropriate. Question for further explanation.
11. What aspects do you think I need to adapt to better align this description with job opportunities in this branch?
12. Suppose I considered working here. Who would be the best person to contact?
13. Whom could you recommend speaking to relating to my exploration of this area?
14. Do you mind if I contact him/her for a short meeting, and drop your name as the person who referred them to me?

Again, this list is intended as a suggestion. It indicates questions you could ask to explore the field in several directions. It is not advisable to repeat verbatim the suggestions that are listed here. Ask questions in a casual manner, and use words that you use in other work situations.

Always write a thank you note that same day thanking the person for the pleasant and informative conversation that you had, and drop it in the mail.

Download free eBooks at bookboon.com

17 Marjorie Mensink

Marjorie Mensink is a professional career coach specialized in career choices, job marketing, and resume development. She has extensive experience in helping thousands of people to find the jobs they want. She provides them with insightful and powerful tools for finding and landing jobs. Jobs that are in line with a person's true purpose in working life.

Over the years, she coached and trained thousands of men and women helping them to fix their stumbled careers and teaching them how to bring the jobs they need within reach.

After a career in Human Resources, she started her own company and a very successful practice in Career Coaching.

She is the author of:

- My Career Guide
- My Winning Resume
- My Job Marketing Skills

She has also co-authored and hosted a number of other leading online courses such as:

- How to Repair Burned Career Bridges
- How to make you Irreplaceable At Work
- Sell Yourself in Ten minutes

Marjorie lives with her husband in Santa Barbara, California.

Download free eBooks at bookboon.com

18 Endnotes

1. For more information on Hamburger Hill, visit: http://militaryhistory.about.com/b/2008/05/11/vietnam-war-hill-937-becomes-hamburger-hill.htm.
2. It is an inspiring read, isn't it? If you want more of these stories, read Richard's short book *Screw it, Let's Do it: Lessons in Life*.

Do your employees receive the right training?

Bookboon offers an eLibrairy with a wide range of Soft Skill training & Microsoft Office books to keep your staff up to date at all times.

Contact us to hear more
kbm@bookboon.com

bp CREDIT SUISSE DAIMLER Unilever Microsoft bookboon.com

Click on the ad to read more